

U.S. Department of Justice

Human Capital Strategic Plan

From Action to Results



FY 2005 - FY 2006

January 2005

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Executive Summary

Employees are the most valuable asset of the Department of Justice. This *Human Capital Strategic Plan, From Action to Results* reflects the Department's commitment to provide the support, training, and leadership for its employees so that all can work together to fulfill the Department's critical mission:

“To enforce the law and defend the interests of the United States according to the law; to ensure public safety against threats foreign and domestic; to provide Federal leadership in preventing and controlling crime; to seek just punishment for those guilty of unlawful behavior; to administer and enforce the Nation's immigration laws fairly and effectively; and to ensure fair and impartial administration of justice for all Americans.”

This Strategic Plan was developed and organized around the *Office of Personnel Management's (OPM) Human Capital (HC) Assessment and Accountability Framework* and includes Proud-to-Be (“PTB”) for July 2005 planned accomplishments as new HC plan objectives. Specifically, it describes how the Department has managed its human capital since 2002, and details its initiatives and accomplishments around the following six OPM HC standards: Strategic Alignment, Workforce Planning and Deployment, Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent, and Accountability. In order to support and develop its workforce, the Department has developed a workforce planning model, completed a Department-wide skills gap analysis, developed and implemented new performance and awards policies, established an SES candidate development program, and initiated new projects for an HR measurement system and a Justice Virtual University. Additionally, the Department has developed component business profiles so that the DOJ workforce, which includes nearly 300 active job series, is now tied to the overall Department Strategic Plan and provides the basis for long-range workforce planning.

As reflected in this strategic plan, the Department is committed to working to meet DOJ human capital needs now and in the future.

HC Goal I: Strategic Alignment

The Department's first human capital goal is strategic alignment. Human capital strategy must be aligned with our mission, goals, and organizational objectives and this focus must be integrated into our strategic plans, performance plans, and budgets. Since 2002, when the Department completed its first comprehensive Department-wide Human Capital (HC) Strategic Plan, we have worked hard to meet this goal, as demonstrated below. Those goals that were originally included in the 2002 Strategic Plan are indicated accordingly.

Key Objectives and Accomplishments

Completed the Department's Human Capital Strategic Plan and provided quarterly reports to OPM and OMB on our progress.

In September 2002, DOJ completed its first comprehensive Department-wide Human Capital (HC) Strategic Plan. To accomplish the four goals of the original plan, DOJ created an Implementation Plan in March 2003, listing 25 objectives to achieve as HC plan goals. In June 2003, DOJ prepared and submitted to OPM and OMB an HC project tracking report that provided key milestones and target dates associated with the strategies and goals outlined in the implementation plan.

Since March 2003, DOJ has provided its HC plan accomplishments with supporting documentation to OPM and OMB on a quarterly basis. The status reports and meetings with OPM and OMB, and DOJ's internal HC-related meetings and communications, facilitate HC decision-making and drive continuous improvement. In June 2003, DOJ's progress rating on the HC scorecard was elevated from yellow to green for completing its planned deliverables, and for submitting the project tracking report. In September 2004, DOJ's status rating improved from red to yellow based on achievements toward each of the HC standards for success.

Developed a workforce analysis and planning model, applied across DOJ, which provides consistent indicators and information for all DOJ components. (2002 HC Plan Objective)

DOJ launched a Workforce Analysis and Planning Initiative in the 4th quarter of FY 2003. As part of this project, more than 160 interviews were conducted with senior leadership and strategic planners throughout

the Department. Strategic and business area profiles were developed for each component that included the component's mission and strategic environment, and linked the component's products and services to the DOJ Strategic Plan goals and objectives. See "Table 1: DOJ Strategic Planning Goals and Workforce Results."

Tangible Impact on the Department

Substantial completion of nearly all of the 2002 Department HC Strategic Plan objectives.

The Department is pleased to report that it has fully or substantially completed nearly all of its original HC objectives included in its 2002 HC Strategic Plan. Through the implementation of the HC plan, DOJ developed a workforce planning model, conducted a Department-wide skills gap analysis, developed and implemented new performance and awards policies, launched an SES candidate development program, and initiated new projects for an HR measures system and a Justice Virtual University.

Linkage of DOJ workforce to overall Department Strategic Plan.

For the first time, component business profiles tie the DOJ workforce (298 active job series) to the overall Department Strategic Plan and provide the basis for long-term workforce planning. See "Table 1: DOJ Strategic Planning Goals and Workforce Results" and "Table 2: Core Job Series (81.2% of DOJ employees)". Information on component services and workforce drivers are used in the planning model to allow "what if" scenarios in developing five-year hiring plans for each component. These capabilities ensure that workforce plans can be responsive to changing DOJ strategies and budget circumstances.

NEXT ACTIONS FOR STRATEGIC ALIGNMENT: **Performance Measures, Tasks & Due Dates**

The Department is aiming to meet the President's Management Agenda performance standard in this area, i.e., the "Green Standard for Success." The "Green Standard for Success" for our strategic alignment goal is to implement a comprehensive HC Plan that is fully integrated with the Department's overall Strategic Plan, analyze the results relative to the Plan, and use them in decision making to drive continuous improvement. The Department plans on reaching this performance measure through the following actions and in the indicated time frames. Those goals that are "Proud-to-Be" goals are noted as "PTB".

- Complete a new comprehensive HC Strategic Plan, incorporating analysis of previous HC plan results, and ensure integration into decision-making processes to drive continuous improvement. (Proud-to-Be on July 1, 2005 (PTB II) – 12/04)
- Complete a new HC Implementation Plan for the 2005-2006 HC Strategic Plan and communicate the HC Strategic and Implementation Plans by posting on the DOJ website. (3/05)
- Complete a new project tracking report to track progress toward completing HC Strategic and Implementation Plan goals and objectives. (6/05)
- Incorporate Proud-to-Be on July 1, 2006, (PTB III) key milestones into DOJ's Human Capital (HC) Strategic Plan and HC Implementation Plan. (9/05)
- Evaluate strategic alignment success and adjust HC strategies as needed (Proud-to-Be on July 1, 2006 (PTB III) – 6/06)
- Hold monthly HR Council meetings and convene special working groups to address Human Capital policy issues. Examples of special working groups have included the SES Performance Management Group and the Law Enforcement Officer (LEO) Policy Group. (Ongoing)

HC Goal II: Workforce Planning and Deployment

Our second human capital goal is in the area of workforce planning and deployment. In this area, we will continue to strive to create an agency that is citizen-centered, delayed and mission-focused, and that leverages e-Government and competitive sourcing. Since 2002, the Department has made significant progress in this area, as indicated below:

Key Objectives and Accomplishments

Developed a workforce analysis and planning model, applied across DOJ, which provides consistent indicators and information for all Justice components. (2002 HC Plan Objective)

In addition to creating strategic profiles for each DOJ component, the Department's

Workforce Analysis and Planning Initiative produced an automated workforce planning model. To oversee the development of the model and to ensure the model met DOJ needs, DOJ formed a multi-component project team that met with the contractor team on a regular basis throughout the course of the project. The model and initial workforce reports were delivered in

September 2004. The new model is housed at the Personnel Staff in JMD and generates a wide-variety of workforce reports, including on-board employee counts, expected separations, five-year “to be” staffing targets, and hiring/workforce gaps.

Transitioned ATFE to DOJ and transitioned INS and other DOJ components to DHS. (2002 HC Plan Objective)

In November 2002, Congress passed, and the President signed, a bill creating the new Department of Homeland Security (DHS). The new law directed the transfer of the INS and other DOJ organizations (approximately 38,000 employees) to DHS and the transfer of the Bureau of Alcohol, Tobacco, Firearms and Explosives (approximately 5,000 employees) from the Department of the Treasury to DOJ. The transfer of ATFE to DOJ was completed on January 24, 2003; the transfer of INS and other Department components or subcomponents was completed March 1, 2003, although DOJ continued to provide department-level support to INS through the end of FY 2003. To support these massive organizational realignments, the Personnel Staff in DOJ prepared matrices to manage the transition process.

Restructured and reformed the FBI to meet new mission needs. (2002 HC Plan Objective)

In fulfillment of the Attorney General's post-September 11th goals, DOJ launched efforts to restructure and reform the Federal Bureau of Investigation and the Office of Justice Programs. The FBI is transforming to meet the threat posed by terrorists, foreign intelligence agencies, and criminal enterprises. While shifting agents to augment counterterrorism and counterintelligence investigations, and restructuring to enhance the focus on cyber matters, security, records management, intelligence and law enforcement coordination, the FBI began a comprehensive re-engineering initiative in FY 2002. Thirty-eight initial projects fall into five major categories including “Building a Workforce for the Future”. During the past year, the FBI made considerable progress toward these initiatives and reports its accomplishments on a quarterly basis to OPM and OMB through DOJ.

Restructured the Office of Justice Programs. (2002 HC Plan Objective)

OJP began an ambitious restructuring effort in October 2001 that included 12 initiatives. Of these, 11 were completed including establishing an Office of the CIO and Office of Communication; transferring the Drug Court Program Office and the Corrections Program Office to the Bureau of Justice Assistance; transferring the Office of Domestic Preparedness to DHS; transferring the Office on Violence Against Women to the Office of the Associate Attorney General; creating a Community Capacity Development Office; and restructuring four of its bureaus. The last of the 12

initiatives, establishing the Office of Management and Administration, is expected to be completed by the 3rd Quarter of FY 2005.

Expanded commercial activities inventory to meet the President's goal for competition. (2002 HC Plan Objective)

Starting in FY 2003, DOJ initiated several competitions including FBI's vehicle maintenance program, OJP's grants management services function, JMD's vehicle operation function, JMD's web services design and content management function, and DEA's vehicle mechanics function. Four of these competitions were completed resulting in three in-house wins and one private-sector win.

Conducted a Voluntary Early Retirement Authority (VERA) program for JMD.

In order to better focus its resources on mission-critical work, DOJ conducted a Voluntary Early Retirement Authority (VERA) program for the Justice Management Division. JMD oversaw the use of both VERA and Voluntary Separation Incentive Program (VSIP) in several DOJ components.

Tangible Impact on the Department

Creation of a new workforce planning model will provide critical information needed to address future staffing needs.

The new workforce planning model will provide DOJ leadership and human resources officials the necessary information to proactively address upcoming attrition and improve recruitment and retention of employees in mission-critical occupations. The workforce data forms the foundation of comprehensive component succession plans, which are currently under development. Succession plans support HC strategic planning and key program and budget decisions. The model will also assist DOJ and its components in responding to changes in business needs such as the increased focus on counterterrorism and cybercrime.

Restructuring efforts at FBI and OJP will make these components more mission-centered and will provide a “best practices” source for other DOJ components.

Restructuring efforts at the FBI and at OJP will provide a best practices source for other components as DOJ develops and implements its framework for organizational restructuring starting in the 2nd Quarter of FY 2005. Similarly, early successes in DOJ competitive sourcing initiatives will provide information for components as they incorporate competitive sourcing and E-Gov solutions in the review of their organizational structures.

NEXT ACTIONS FOR WORKFORCE PLANNING and DEPLOYMENT: **Performance Measures, Tasks & Due Dates**

The Department's "Green Standard for Success" for our workforce planning and deployment goal is to analyze existing organizational structures from service and cost perspectives, and implement a plan to optimize them using redeployment, restructuring, competitive sourcing, E-Gov solutions and layering, as necessary, and have process(es) in place to address future changes in business needs. The Department plans on reaching this performance measure through the following actions and in the indicated time frames:

- Develop a framework for organizational restructuring, factoring in services and costs, and using workforce data; provide the framework to components; receive action plans to include redeployment and layering as necessary and integrating competitive sourcing and E-Gov solutions. (PTB II – 3/05)
- Ensure sound organization structures that address changes in business needs by requiring component reports based on the framework for organizational restructuring designed in Q2 FY 2005. (PTB II – 6/05)
- Update the FY 2004 Department-wide workforce planning model with newly available data. (PTB III – 9/05)
- Ensure DOJ component progress toward organizational restructuring and facilitate sharing of best practices. (PTB III – 12/05)
- Hold meetings with internal stakeholders to review and evaluate selected Shared Service Centers in support of the Government-wide Human Resources Line of Business (HRLOB) initiatives. (PTB III – 12/05)
- Repeat the Department-wide skills gap analysis first administered in FY 2004. (PTB III – 3/06)
- Support Government-wide HRLOB. (Ongoing)

HC Goal III: Leadership and Knowledge Management

Our third human capital goal is in the area of leadership and knowledge management. In this area, we aim to have our agency leaders and managers effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance. The Department has worked diligently in this area, as indicated below:

Key Objectives and Accomplishments

Established a comprehensive leadership development program, which is ensuring that newly selected leaders are ready and able to assume their positions from the first day, as well

as maintaining and enhancing their skills during their tenures. (2002 HC Plan Objective)

DOJ's SES CDP Plan was approved by OPM and the SES CDP was officially launched on March 11, 2004, via a memorandum to component heads from the Assistant Attorney General for Administration. The

CDP vacancy announcement was posted on the OPM website April 14-May 3, 2004. OPM received a total of 217 applications, and 118 were determined to be eligible based on the on-line application questionnaire. The top 43 candidates were invited to participate in a one-day Assessment Center and a one-hour structured interview. Thirty-seven candidates were recommended to participate in the CDP and the Deputy Attorney General approved the recommendation on August 30, 2004. The CDP orientation and first training class were held on September 20, 2004. Mentor training and matching for the candidates is nearing completion.

Established a program whereby SES members, managers, and supervisors are kept current in knowledge and skills. (2002 HC Plan Objective)

DOJ conducted an Executive Development Program featuring a wide-variety of leadership training programs for Departmental SES members, managers and supervisors throughout 2003 and 2004. The program includes: the SES Forum Series, in partnership with the Department of Labor, to bring the latest authors, trainers and speakers on leadership to meet with senior executives; and the Career, Balance and Diversity (CBD) Series, in partnership with the Department of the Interior, to bring the latest authors on CBD issues to meet with Grade 11 and above supervisors, managers, and executives. DOJ also implemented the Ninth House E-Gov leadership training program in 11 components for thousands of managers and employees.

Restructured the SES to ensure that SES members are appropriately assigned and able to lead employees to achieve crucial strategic results. (2002 HC Plan Objective)

In FY 2003, DOJ components conducted a comprehensive and strategic analysis of its executive resources in order to determine whether its career SES (and Senior Level) allocations were being utilized in accordance with the Department's Strategic Plan, the Attorney General's management initiatives and the President's Management Agenda. In addition, the components provided information regarding the distribution of their total SES positions by categories and prioritization. In May 2004, OPM provided its decision on SES biennial allocations and mid-year adjustments to DOJ's SES allocations were made in June 2004.

Actively used communication avenues, including the Department's website, to provide information to employees and managers. (2002 HC Plan Objective)

To provide information to DOJ employees and to manage change and inspire commitment, a HR Web Working Group was formed. The workgroup explored ways to enhance the content and usability of the HR website. During the 2nd Quarter FY 2004, additional members from DOJ components joined the working group. The group developed a five-step plan for the website that addresses improved marketing, obtaining a greater Department-wide perspective, reorganizing the home page for easier information access, developing a new section on "Workforce Trends and Working for Change", and incorporating the "Justice Virtual University". Hits on the HR website grew from 320,161 in FY 02 to 620,147 in FY 03.

Participated in a Corporate Leadership Council sponsored survey.

DOJ also participated in a Corporate Leadership Council (CLC) sponsored survey related to succession management in July 2003. Among the results of the survey was the finding that DOJ is strong in "managerial bench strength" when compared to private sector organizations. The results of the survey are being used as a foundation for the DOJ succession management process.

Tangible Impact on the Department

Creation of a training program that will shorten manager-vacancy filling time.

DOJ's CDP program and participation in other executive development and training programs will increase the pool of trained managers ready and able to assume the responsibilities of DOJ's executives as vacancies become available. Ensuring seamless executive leadership transition will help DOJ fulfill its mission, face current and future challenges, and continue to provide its critical services to the Nation.

NEXT ACTIONS FOR LEADERSHIP and KNOWLEDGE MANAGEMENT:

Performance Measures, Tasks & Due Dates

The Department's "Green Standard for Success" for our leadership and knowledge management goal is to implement succession strategies, including structured executive development programs, that result in a leadership talent pool, and meet the Department's targets for closing leadership competency gaps. The Department plans on reaching this performance measure through the following actions and in the indicated time frames:

- Implement mentor training and matching, complete IDPs, and continue implementing training as part of the SES Candidate Development Program. (PTB II – 12/04)
- Expand succession planning strategies to first-line supervisors and managers, resulting in a stronger leadership pool; demonstrate that pending leadership job gaps are being effectively managed and addressed. (PTB II – 6/05)
- Obtain employee feedback through the Federal Human Capital Survey and incorporate relevant results into HC change and communication strategies. (PTB III – 9/05)
- Expand the entry- and mid-level leadership talent pool by supervisor/manager enrollment in the Justice Virtual University (JVU) leadership courses, continued mentoring, and other programs. (PTB III – 9/05)
- Evaluate the closure of leadership competency gaps through JVU courses pre- and post-testing. (PTB III – 9/05)
- Implement methods to communicate Human Capital management change initiatives, strategies, and results, such as adding an HC results section to the DOJ website, and facilitating communication from senior leadership to reinforce the importance of HC management. (PTB III – 12/05)
- Transition to and utilize OPM's Leadership Succession Model. (PTB III – 3/06)
- Evaluate the results of the first class of the DOJ SES Candidate Development Program (CDP). (PTB III – 3/06)
- Evaluate the closure of leadership competency gaps through comparative analysis of Department-wide skills survey 2004 and 2006 results, and SES CDP assessment. (PTB III – 6/06)
- Launch the second class of the SES CDP. (PTB III – 6/06)
- Develop an "experience database", as part of the JVU, to pass along knowledge of departing employees to those who will assume their responsibilities. (9/06)

HC Goal IV: Results-Oriented Performance Culture

Our fourth human capital goal focuses on creating a results-oriented performance culture. By this we mean that our Department should have a diverse, results-oriented, high performance workforce, and have a performance management system that effectively differentiates between high and low performance, as well as linking individual/team/unit performance to organizational goals and desired results. The Department has worked diligently in this area as indicated below:

Key Objectives and Accomplishments

Reviewed performance management system and rewrote and reissued DOJ performance management order based upon findings. (2002 HC Plan Objective)

Since setting out to revise and reissue its performance policies in 2002, DOJ has followed through with the next step in establishing a results-oriented, performance-based culture by implementing new work plans for all of its executives, managers and non-bargaining unit employees.

New performance policies for SES and GS employees were approved on December 10, 2003. Afterwards, DOJ components developed GS performance program descriptions that were reviewed and revised to ensure they were consistent with the new DOJ performance management policy. A senior Departmental working group was established in March 2004, to begin revising the Department's SES Performance Management and Compensation Plan to reflect the changes in the new SES performance and pay regulations issued by OPM. The group made recommendations to the Attorney General on the SES Performance-Based Pay System, including a generic work plan for all Departmental SES members, with an accompanying Performance "contract" that explicitly relates to the Department's, the President's or the Attorney General's defined goals. The Attorney General's decisions were transmitted to OPM and OMB with the Human Capital Status Report on June 30, 2004. The SES Performance-Based Pay system now incorporates the Federal Bureau of Investigation (FBI) and all DOJ components implemented five-level performance plans for all SES members. DOJ completed the application package for OPM/OMB certification of the DOJ SES Performance Management and Compensation Plan.

The Attorney General issued a memorandum with deadlines for submitting Performance Work Plans for SES members and all direct-report managers, ensuring implementation in the 4th Quarter, FY 2004. New SES and manager plans include cascading tasks that are linked to the DOJ Strategic Plan and the PMA. All DOJ components have certified to the Attorney

General that all SES and senior managers' performance work plans are in place. Another Attorney General memorandum directed that new work plans be put in place for all non-bargaining unit employees by January 7, 2005.

Disseminated guidance to managers on results-based performance systems. (2002 HC Plan Objective)

In order to implement new performance policies and establish new work plans for employees, DOJ provided guidance and collaborated with managers throughout the Department. In March 2004, the Deputy Attorney General sent a memorandum to heads of Department components regarding efforts to meet the PMA requirements. The memorandum conveyed the expectation that components will ensure their performance plans will include at least three levels, with one level above "pass", to permit meaningful distinctions in performance. In August 2004, training sessions were conducted for HR managers and a SES Forum was held for Departmental SES members on developing "cascading" work plans. The Personnel Staff, JMD, also conducted training sessions for Departmental managers on taking performance-based or adverse actions and conducted a Government-wide symposium on "How to Train Managers to Take Actions" in May 2004.

Developed plans for how performance system would work in flexible pay systems. (2002 HC Plan Objective)

In July 2003, DOJ launched a Business Case Committee that evaluated the need for personnel system flexibilities for the Department. Representatives from seven components participated. The committee conducted an extensive document review and interviewed senior DOJ component program managers, and officials at OPM and at agencies that have run demonstration projects or received waivers from various sections of Title 5. The committee also developed a web-based survey for DOJ executive officers and human resources directors, which achieved a 100 percent response rate. In December 2003, the committee completed a report with its findings and recommendations, including a business

case for seeking personnel flexibilities (waivers from Title 5), and a draft legislative proposal that would permit the recommended changes.

Issued awards order ensuring that Departmental awards are tied to strategic agency and organizational goals. (2002 HC Plan Objective)

To implement rapid improvements in its awards program, DOJ issued an incentive awards policy memorandum, in December 2003, that provided for performance differentiation and consequences for SES, managers, and employees. A more permanent incentive awards policy order was approved in September 2004.

Identified opportunities for outreach; supported the development of an inclusive organizational culture (attorney diversity). (2002 HC Plan Objective)

During FY 2003, DOJ's Office of Attorney Recruitment and Management (OARM) and Management and Planning Staff, JMD, completed several key milestones on the Attorney General's plan to support an inclusive culture in the Department, including: developed the policy and program for the Attorney Student Loan Repayment Program; conducted a Workforce Culture Assessment; prepared a protocol and survey form to collect the views of attorneys leaving the Department; and received the Attorney General's approval and signature for a new mentoring proposal – all new Honors Attorneys have been assigned mentors and a Mentoring Handbook was prepared and disseminated.

Tangible Impact on the Department

Establishment of a foundation to create a results-oriented performance culture.

Implementing performance systems and awards policies that differentiate between high and low performance; that link to the mission and strategic goals of the organization; and reward top performers, is the first step towards creating a results-oriented performance culture. DOJ will benefit from these accomplishments of the past two years as the government moves towards pay systems that reward employee achievement in support of organizational goals. Work that was accomplished by the Business Case Committee will prepare the Department if it adopts a new personnel system such as those under development at the Departments of Defense and Homeland Security. Recent changes to the SES performance management system are expected to lead to provisional certification of DOJ's SES performance program.

Tracking of under-representation of attorneys to assist in developing targeted recruitment strategies.

Implementation of the Attorney General's plan to support an inclusive culture in the Department first focused on attorneys. These practices and lessons learned will be applied and expanded to other DOJ core occupations. DOJ is actively tracking under-representation in key occupations and will develop targeted recruitment plans to sustain and further diversity.

NEXT ACTIONS FOR RESULTS-ORIENTED PERFORMANCE CULTURE:

Performance Measure, Tasks & Due Dates (Part 1)

The first of two Departmental “Green Standards for Success,” for our results-oriented performance culture goal, is to demonstrate that the Department has fair, credible, and transparent performance appraisal plans and awards programs for all SES and managers, and more than 60 percent of the workforce, that adhere to merit system principles (efficient, effective, and compliant); hold supervisors accountable for the performance management of subordinates as reflected in their performance plans and ratings; include employee involvement and feedback; and result in employee ratings that differentiate between various levels of performance and employees getting higher cash awards and/or recognition than those they outperform. The Department will also work to include all agency employees under such systems. The Department plans on reaching this performance measure through the following actions and in the indicated time frames:

- Oversee the DOJ-wide implementation of cascading workplans for all non-bargaining unit employees. (PTB II – 12/04)
- Complete special SES performance management cycle, which is scheduled to end on December 17, 2004. (PTB II – 12/04)
- Initiate and support DOJ-wide implementation of cascading workplans for bargaining unit employees and require components to report on their efforts in bargaining implementation. (PTB II – 3/05)
- Launch series of Labor Relations (LR) training sessions for managers and supervisors. (PTB III – 9/05)
- Integrate performance and awards data into DOJ’s automated accountability system. (PTB III – 9/05)
- Assess performance management system using OPM evaluation tools and create action plan to ensure all required elements are included. (PTB III – 9/05)
- Conduct training on Employee Relations (ER) and LR issues for ER/LR Specialists and other technical representatives to enhance cooperation, reduce disputes, and contribute to improved performance and results. (PTB III – 12/05)
- Develop training on performance management competencies for managers. (PTB III – 12/05)
- Implement action plans for performance management. Provide instructions and guidance to fine-tune the performance management system, in particular, individual performance work plans. (PTB III – 12/05)
- Pilot an automated SES Performance Management System. (PTB III – 3/06)
- Evaluate the impact of the new awards program. (PTB III – 3/06)
- Implement OPM’s performance management training model, including dealing with poor performers. (PTB III – 6/06)

NEXT ACTIONS FOR RESULTS-ORIENTED PERFORMANCE CULTURE: **Performance Measure, Tasks & Due Dates (Part 2)**

The second “Green Standard for Success” for our results-oriented performance culture goal is to reduce under-representation, particularly in mission-critical occupations and leadership ranks, and establish processes to sustain diversity. The Department plans on reaching this performance measure through the following actions and in the following time frames:

- Analyze under-representation in key occupations and develop targeted recruitment plans. (PTB II – 12/04)
- Ensure significant progress and demonstrate continued improvement in addressing under-representation in key occupations and leadership ranks via accountability system. (PTB II – 6/05)
- Facilitate the sharing of component best practices in targeted recruitment. (PTB III – 3/06)
- Assess the effectiveness of recruitment strategies to address under-representation and incorporate results into future strategies for major DOJ occupations. (9/06)

HC Goal V: Talent

Our fifth human capital goal focuses on closing most mission-critical skills, knowledge, and competency gaps/deficiencies and making meaningful progress toward closing all. The Department has worked diligently in this area as indicated below:

Key Objectives and Accomplishments

Identified skill gaps caused by attrition or pending retirements and identified future skill needs and developed plans to address. (2002 HC Plan Objective)

The new workforce planning model forecasts expected separations for each DOJ component by job series so that skill gaps can be identified and addressed. To further identify the skill needs of its workforce, DOJ deployed a web-based skills gap survey to all DOJ components from March through July 2004. Competency lists, drawn from OPM's HR Manager system, were developed for each of DOJ's 298 active job series and were vetted within the Department by HR officials and focus groups. See “Table 2: Core Job Series (81.2% of DOJ employees)” for a listing of the majority of DOJ core job series. Survey implementation resulted in nearly 9,000 survey responses from approximately 13,900 DOJ supervisors and managers (65% response rate).

During the 1st Quarter of FY 2005, DOJ led components in analyzing workforce and skill gap data for each of their core job series. Components then developed job series succession plans that included replenishment strategies for employees and leadership, and plans for skill gap closures.

Conducted analysis of recruitment processes for key occupations, examined best practices, and made changes to process. (2002 HC Plan Objective)

In March 2004, DOJ completed a comprehensive survey of component recruitment processes and prepared a report summarizing best practices. In addition, DOJ established a Recruitment Working Group that revised the DOJ student website and developed a DOJ recruitment brochure. DOJ actively participates in OPM-sponsored recruitment fairs and became a member of the National Association of Colleges and Employers (NACE). DOJ published information about Justice's occupational needs in the Association's annual Diversity publication for graduating college students.

NEXT ACTIONS FOR TALENT:
Performance Measures, Tasks & Due Dates (Part 1)

The first of two Departmental “Green Standards for Success” for our talent goal is to meet targets for closing competency gaps in mission critical occupations, and integrate appropriate competitive sourcing and E-Gov solutions into the gap closure strategy. The Department plans on reaching this performance measure through the following actions and in the indicated time frames:

- Train components on the use of workforce analysis data, provide SES and managerial succession information, and issue a succession-planning template for component completion by 10/04.
- Receive component action plans to address skill gaps, and critical hiring and succession needs; integrate competitive sourcing and E-Gov solutions into gap reduction strategies. Provide feedback to components and oversee completion of the plans. (PTB II – 12/04)
- Review workforce and skills gap data, and all component action plans, and summarize Department-wide, critical issues for tracking by the CHCO/Personnel Staff. (PTB II – 3/05)
- Identify Departmental Learning Management System (LMS) for JVU. (PTB II – 3/05)
- Implement JVU. (6/05)
- Track telework reporting. (6/05)
- Evaluate the closure of skill gaps in mission-critical occupations through JVU courses pre- and post-testing. (PTB III – 9/05)
- Develop plans to close skill gaps in the Human Resources and Information Technology workforces. (PTB III – 9/05)
- Implement new compensation flexibilities, monitor the use of flexibilities, and determine policy adjustment as necessary. (PTB III – 3/06)
- Track the closure of skill gaps through comparative analysis of Department-wide skills survey 2004 and 2006 results. (PTB III – 6/06)
- Revise plans to close skill gaps, as necessary, based on second Department-wide skills gap analysis to be completed in 2nd Quarter FY 2006. (PTB III – 6/06)

NEXT ACTIONS FOR TALENT: **Performance Measures, Tasks & Due Dates (Part 2)**

The second Departmental “Green Standard for Success” for our talent goal is to demonstrate that the Department is on track to meet its aggressive hiring timeline goals and hiring process improvements. The Department plans on reaching this performance measure through the following actions and in the following time frames:

- Implement tracking of hiring time across all components; establish baseline information (for GS and SES employees). (PTB II – 12/04)
- Ensure significant progress and demonstrate continued improvement toward meeting agreed-upon aggressive hiring timeline goals, via tracking system (for GS and SES employees). (PTB II – 6/05)
- In cooperation with OPM, implement hiring flexibility training. (PTB III – 9/05)
- Analyze the effectiveness of recruitment methods and revise methods based on results. Audit DEU. (PTB III – 12/05)
- Facilitate the sharing of component best practices in reducing hiring time. (PTB III – 3/06)
- Identify and continue to build relationships with professional organizations, colleges/universities, outplacement organizations, and other groups to enhance recruitment of employees with needed skills and to improve diversity. (PTB III – 3/06)

HC Goal VI: Accountability

The Department's final human capital goal is to have human capital decisions guided by a data-driven, results-oriented planning and accountability system. The Department has worked diligently in this area as indicated below:

Key Objectives and Accomplishments

Established an Accountability Framework.

In June 2004, DOJ finalized its Accountability System framework that identified measures for all human capital drivers. OPM reviewed and provided positive feedback on the draft Accountability System matrices that were submitted to OPM and OMB for comment. In order for the HR measures to be viewed by senior leadership and to be used to support Human Capital decisions, DOJ partnered with the Corporate Leadership Council.

Created an HR Measurement System.

During FY 2003, DOJ funded and established participation in the Corporate Leadership Council's HR Measurement Laboratory. CLC Metrics provides: facilitated workshops to select key performance indicators to align HR with business strategy; a web-based workforce metrics dashboard with target setting and external benchmarking; customized analysis of performance; and reporting. To meet DOJ's information technology security requirements, CLC

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NEXT ACTIONS FOR ACCOUNTABILITY:
Performance Measure, Tasks & Due Dates

The Department's "Green Standard for Success" for our accountability goal is to periodically conduct accountability reviews with OPM participation, taking corrective and improvement action based on findings and results, and provide an annual report to agency leadership and OPM for review and approval. The Department plans on reaching this performance measure through the following actions and in the indicated time frames:

- Complete the Certification and Accreditation of the DOJ HR measures (CLC Metrics) system, and release DOJ data to CLC Metrics. (PTB II – 12/04)
- Develop and pilot the initial DOJ HR measures system (CLC Metrics) dashboard to fulfill accountability framework, including migrating data for tracking under-representation. (PTB II – 3/05)
- Fully implement DOJ HR measures system (CLC Metrics) dashboard to senior Department officials, integrating information about results into human capital, budget, and performance

Table 1: DOJ Strategic Planning Goals and Workforce Results

DOJ GOAL	CORE JOB SERIES DOJ COMPONENTS	DOJ STRENGTHS	DOJ AREAS FOR ACTION
<p>Goal 1: Prevent Terrorism and Promote the Nation's Security</p> <p>1.1 Prevent, disrupt, and defeat terrorist operations before they occur</p> <p>1.2 Investigate and prosecute those who have committed or intend to commit terrorist acts in the United States</p> <p>1.3 Combat espionage against the United States by strengthening counter-intelligence capabilities</p>	<p>Job Series: 0072, 0080, 0082, 0132, 0391, 0856, 0905, 1040, 1160, 1320, 1712, 1801, 1811, 2210</p> <p>Components: ATF, ATR, BOP, CIV, CRM, CRT, DEA, ENRD, EOIR, EOUSA/ USAO, FBI, FCSC, JMD, NDIC, OIG, OIP, OIPR, OJP, OLC, OLP, OPA, OPR, OSG, SLO, TAX, USMS, USTP</p>	<ul style="list-style-type: none"> • 0132 relatively low current skill gaps: technology application, teamwork, oral communication • 2210 relatively low current skill gaps: problem solving, technical competence, technology application 	<ul style="list-style-type: none"> • 0132 future skill gaps: writing, creative thinking, planning & evaluating • 0132 employee expected separations: 18% (5 years) • 0132 supervisor expected separations: 24% (5 years) • 2210 future skill gaps: change management, project management, web technology • 2210 employee expected separations: 22% (5 years) • 2210 supervisor expected separations: 25% (5 years)

DOJ GOAL	CORE JOB SERIES DOJ COMPONENTS	DOJ STRENGTHS	DOJ AREAS FOR ACTION
<p>Goal 2: Enforce Federal Laws and Represent the Rights and interests of the American People</p> <p>2.1 Reduce the threat, incidence and prevalence of violent crime, including crimes against children</p> <p>2.2 Reduce the threat, trafficking, use and related violence of illegal drugs</p> <p>2.3 Combat white-collar crime, economic and cybercrime</p> <p>2.4 Uphold the civil and Constitutional rights of all Americans, and protect vulnerable members of society</p> <p>2.5 Enforce federal statutes, uphold the rule of law, and vigorously represent the interests of the United States in all matters for which the Department has jurisdiction</p> <p>2.6 Protect the integrity and ensure the effective operation of the Nation's bankruptcy system</p>	<p>Job Series: 0072, 0080, 0082, 0101, 0132, 0343, 0391, 0511, 0856, 0905, 0950, 0963, 1040, 1160, 1320, 1712, 1801, 1802, 1811, 1854, 2210</p> <p>Components: ATF, ATR, BOP, CIV, CRM, CRT, DEA, ENRD, EOIR, EOUSA/USAO, FBI, FCSC, JMD, NDIC, OIG, OIP, OIPR, OJP, OLC, OLP, OPA, OPR, OSG, SLO, TAX, USMS, USPC, USTP</p>	<ul style="list-style-type: none"> • 0905 relatively low current skill gaps: litigation skills, oral advocacy, courtroom presentation • 0950 relatively low current skill gaps: research, computer skills, technical competence • 1811 relatively low current skill gaps: decision making, investigating, problem solving, problem solving 	<ul style="list-style-type: none"> • 0905 & 0950 future skill gaps: automated litigation support, electronic discovery • 0905 employee expected separations: 32% (5 years) • 0905 supervisor expected separations: 31% (5 years) • 0905 SES expected separations: 33% (5 years) • 0950 employee expected separations: 38% (5 years) • 0950 supervisor expected separations: 31% (5 years) • 1811 future skill gaps: writing, planning & evaluating, manages & organizes info. • 1811 employee expected separations: 28% (5 years) • 1811 supervisor expected separations: 48% (5 years) • 1811 SES expected separations: 88% (5 years)

DOJ GOAL	CORE JOB SERIES DOJ COMPONENTS	DOJ STRENGTHS	DOJ AREAS FOR ACTION
<p>Goal 3: Assist State, Local and Tribal Efforts to Prevent or Reduce Crime and Violence</p> <p>3.1 Improve the crime fighting and criminal justice system capabilities of state, tribal, and local governments</p> <p>3.2 Break the cycle of illegal drugs and violence through prevention and treatment</p> <p>3.3 Uphold the rights of and improve services to America's crime victims, and promote resolution of racial tension</p>	<p>Job Series: 0082, 0101, 0132, 0301, 1801, 2210</p> <p>Components: ATF, ATR, BOP, COPS, CRS, DEA, ENRD, EOIR, FBI, INTERPOL, JMD, NDIC, OFDT, OIP, OJP, SLO, TAX, USMS, USPC, USTP</p>	<ul style="list-style-type: none"> • 0101 relatively low current skill gaps: stress tolerance, planning & evaluating, decision making • 0301 relatively low current skill gaps: technical competence, reasoning, attention to detail 	<ul style="list-style-type: none"> • 0101 future skill gaps: writing, creative thinking • 0101 employee expected separations: 28% (5 years) • 0101 supervisor expected separations: 30% (5 years) • 0301 future skill gaps: writing, technological application • 0301 employee expected separations: 41% (5 years) • 0301 supervisor expected separations: 40% (5 years) • 0301 SES expected separations: 37% (5 years)

DOJ GOAL	CORE JOB SERIES DOJ COMPONENTS	DOJ STRENGTHS	DOJ AREAS FOR ACTION
<p>Goal 4: Ensure the Fair and Efficient Operation of the Federal Justice System</p> <p>4.1 Protect judges, witnesses, and other participants in federal proceedings and ensure the appearance of criminal defendants for judicial proceedings or confinement</p> <p>4.2 Ensure the apprehension of fugitives from justice</p> <p>4.3 Provide for the safe, secure and humane confinement of detained persons awaiting trial and or sentencing</p> <p>4.4 Maintain and operate the Federal Prison system in a safe, secure, humane and efficient manner</p> <p>4.5 Provide services and programs to facilitate inmates' successful reintegration into society, consistent with community expectations and standards</p> <p>4.6 Adjudicate all immigration cases promptly and impartially in accordance with due process</p>	<p>Job Series: 0006, 0007, 0080, 0082, 0101, 0180, 0188, 0602, 0603, 0610, 0905, 1040, 1710, 2210, 4742, 7404</p> <p>Components: ATF, ATR, BOP, CIV, CRM, CRT, ENRD, EOUSA/USAO, FBI, FCSC, JMD, NDIC, OIP, OIPR, OJP, OLC, OLP, OPA, OPR, OSG, SLO, TAX, USMS, USPC, USTP</p>	<ul style="list-style-type: none"> • 0007 relatively low current skill gaps: corrections, agility • 0082 relatively low current skill gaps: prisoner handling, teamwork 	<ul style="list-style-type: none"> • 0007 future skill gaps: writing, interpersonal skills, leadership • 0007 employee expected separations: 21% (5 years) • 0007 supervisor expected separations: 34% (5 years) • 0082 future skill gaps: writing, interpersonal skills, self-management • 0082 employee expected separations: 18% (5 years)

DOJ GOAL	CORE JOB SERIES DOJ CO		

Table 2: Core Job Series (81.2 Percent of DOJ employees)

Series Num.	Job Series	Number of Employees	% of DOJ Workforce	Core for Components
1811	Criminal Investigating	20,442	20.9	ATF, DEA, FBI, OIG, USMS,
0007	Correctional Officer	14,979	15.3	BOP
0905	General Attorney	7,964	8.1	Litigating Divisions, EOIR, EOUSA/USAOs, FBI, JMD
0301	Miscellaneous Administration and Program	3,346	3.4	ATF, COPS, EOIR, JMD, OJP, USMS, INTERPOL
0318	Secretary	3,207	3.3	Litigating Divisions, BOP, EOUSA/USAOs, NDIC
0303	Miscellaneous Clerk and Assistant	2,893	3.0	FBI, USMS, USPC
0986	Legal Assistance	2,875	2.9	Litigating Divisions, ATF, EOIR, EOUSA/USAOs,
2210	IT Specialist	2,300	2.4	BOP, FBI, JMD
0950	Paralegal Specialist	2,178	2.2	Litigating Divisions, EOUSA/USAOs, FBI
0132	Intelligence	2,027	2.0	ATF, DEA, FBI, NDIC, USMS
1801	General Inspection	1,860	1.9	DEA, FBI
1802	Compliance Inspection and Support	1,846	1.9	ATF, FBI, USMS
0006	Correctional Institution Administration	1,783	1.8	BOP
0343	Management and Program Analysis	1,779	1.8	ATF, JMD, OIG
0101	Social Science	1,681	1.7	BOP, OJP, USPC
0201	Human Resources Management	1,228	1.3	BOP, JMD
7404	Cook	1,094	1.1	BOP
0963	Legal Instruments Examining	984	1.0	
6907	Materials Handler	870	0.9	
0525	Accounting Technician	752	0.8	
0856	Electronics Technician	704	0.7	
4749	Maintenance Mechanic	698	0.7	
0082	U.S. Marshal	671	0.7	USMS
1854	Alcohol, Tobacco, and Firearms Inspection	659	0.7	ATF
1710	Education and Vocational Training	594	0.6	BOP
TOTAL		79,414	81.2	

Table 3: Abbreviations, Acronyms & Further Information

ATFE	Bureau of Alcohol, Tobacco, Firearms and Explosives. See http://www.atf.gov/ for ATFE's website.
CHCO	Chief Human Capital Officer
DEA	Drug Enforcement Administration. See http://www.dea.gov/ for DEA's website.
DEU	<p>"Delegated examining authority is an authority OPM grants to agencies to fill competitive civil service jobs with:</p> <ul style="list-style-type: none"> * Applicants applying from outside the Federal workforce, * Federal employees who do not have competitive service status, or * Federal employees with competitive service status." See http://www.opm.gov/deu/Handbook_2003/DEOH-Section.asp for more DEU information.
DOJ	Department of Justice. See http://www.usdoj.gov/ for DOJ's website.
<i>Department of Justice Strategic Plan For Fiscal Years 2003-2008</i>	This plan, prepared pursuant to the Government Performance and Results Act, reflect's the Department's goals, objectives and strategies. See http://www.usdoj.gov/jmd/mps/strategic2003-2008/index.html for a copy of the plan.
EHRI	"The Enhanced Human Resource Integration (EHRI) initiative is developing policies and tools to streamline and automate the electronic exchange of standardized HR data needed for creation of an official employee record across the Executive Branch." See http://www.whitehouse.gov/omb/egov/c-4-3-ehri.html for more information.
Federal Human Capital Survey	"The Federal Human Capital Survey is a tool that measures employees' perceptions of whether and to what extent conditions that characterize successful organizations are present in their agencies. This ground breaking survey was administered for the first time in 2002 and sets a baseline for ongoing Human Capital assessment in the Federal Government." See http://www.fhcs.opm.gov/fhcsIndex.htm for a copy of the 2002 results.
HC	Human Capital
HR	Human Resource
HR Line of Business	"In the spring of 2004, OMB announced the formation of five Line of Business task forces. These five Initiatives were identified by a thorough review of agency enterprise architecture data. The task forces are analyzing this data to identify ways in which services commonly found in numerous agencies can be provided in a more efficient manner." See http://www.whitehouse.gov/omb/egov/c-presidential.html for more information regarding the HR Line of Business.
FBI	Federal Bureau of Investigation. See http://www.fbi.gov/ for FBI's website.
Green Standard for Success	Term used to identify the highest OPM performance measure. See http://www.whitehouse.gov/results/agenda/scorecard.html for more information regarding OPM standards generally.

INS	Immigration and Naturalization Service. On March 1, 2003, the responsibility for providing immigration-related services and benefits was transferred from INS to the U.S. Citizenship and Immigration Services (USCIS), a Homeland Security bureau. See http://uscis.gov/graphics/index.htm for USCIS' website.
JMD	Justice Management Division. See http://www.usdoj.gov/jmd/ for JMD's website.
JVU	Justice Virtual University
OJP	Office of Justice Programs. See http://www.ojp.usdoj.gov/ for OJP's website.
OMB	Office of Management and Budget. See http://www.whitehouse.gov/omb/ for OMB's website.
OPM	Office of Personnel Management. See http://www.opm.gov for OPM's website.
<i>OPM's Human Capital (HC) Assessment and Accountability Framework:</i>	See http://apps.opm.gov/HumanCapital/tool/index.cfm for a copy of the framework.
PMA	"The President's Management Agenda, announced in the summer of 2001, is an aggressive strategy for improving the management of the Federal government. It focuses on five areas of management weakness across the government where improvements and the most progress can be made." See http://www.whitehouse.gov/omb/budintegration/pma_index.html for a copy of the PMA.
Proud-to-be Goals	A term, coined by Personnel Staff, to represent goals that have specific deadlines.
SES	Senior Executive Service. For further SES information, including its history, see http://www.opm.gov/ses/ .
SES CDP Plan	Senior Executive Service Career Development Program. For information on the DOJ SES CDP Plan, see http://www.usdoj.gov/jmd/ps/ses-cdp04.htm .
SES Performance Based Pay System	"The National Defense Authorization Act for Fiscal Year 2004 (Public Law 108-136, November 24, 2003) authorized a new performance-based pay system for members of the Senior Executive Service (SES)...." See http://www.opm.gov/oca/compmemo/2004/2004-03.asp for OPM memo discussing conversion to new pay system.